



COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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JERRY E. POWERS
Chief Probation Officer

November 17, 2014

TO: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM: Jerry E. Powers 
Chief Probation Officer

SUBJECT: **EXTENSION OF INFORMATION TECHNOLOGY SUPPORT SERVICES
MASTER AGREEMENT (ITSSMA) WORK ORDER 7F-3072 FOR DATA
REPOSITORY**

This letter is to notify your Board that the Probation Department's Information Systems Bureau (ISB) intends to request the Internal Services Department (ISD) to extend ITSSMA Work Order 7F-3072 (which expires on December 30, 2014) for ongoing support services of the Data Repository by eighteen (18) months and to increase the total maximum amount by \$450,000, from \$135,000 to \$585,000.

In accordance with ITSSMA guidelines, prior Board Notice is required for projects that will exceed \$300,000. The amount of all Work Order related to support of the Data Repository will be \$999,000. The table below illustrates a breakdown of funds for all work orders:

DATA REPOSITORY PROJECT	ORIGINAL ITSSMA FUNDS	INCREASED BY AMENDMENT	TOTAL CURRENT FUNDS	UNUSED FUNDS BALANCE for New WO
WO 7F-2405	\$149,000.00		149,000.00	
WO 7F-2384	\$149,000.00	\$250,000.00	\$400,000.00	\$135,000.00
WO 7F-3072	\$135,000.00	\$450,000.00	\$585,000.00	
TOTAL FUNDS			\$999,000.00	

BACKGROUND

ISB continues to receive numerous requests for data extractions for both adult and juvenile probationer information from a variety of entities (e.g., Probation Department District Bureaus, the Los Angeles County Chief Executive Office (CEO), Board of Supervisors (BOS), etc.). For each request, ISB has to write programming scripts and perform thorough manual data analysis through appropriate systems to ensure accuracy of data. ISB also has requirements to maintain

reporting systems and facilitate inter-County department data sharing. In support of these demands, the Data Repository will encompass data from key adult and juvenile information systems for trend analysis and reporting to internal and external stakeholders.

SCOPE OF WORK

The Consultant will continue to be responsible for maintaining the day-to-day development and operations of the Data Repository, as well as facilitating any necessary enhancements in all phases. The process of managing a Data Repository of this size is time consuming; data requests are generally made with very little notice and have expected minimal turn-around times. Additionally, the Consultant will provide ongoing support developing a consistent review process reflecting how data requests are approved, prioritized and disseminated.

The Scope of Work includes the following:

Phase I – Information Gathering, Design, and Data Mapping

Phase I is currently 95% complete. The Consultant has almost finished the necessary work to gather a better understanding of the Probation business and finalize the Data Repository design (using Probation Case Management System (PCMS) data to create a Data Mapping Document as a blueprint for creating the schemas in the next phase).

- Work with Probation Operations resources to gather and clarify requirements has been completed.
- The work to focus on metrics and trend analysis to highlight Probation business issues and/or support business decisions has been completed;
- The analysis of end user requirements and design of report mock-ups and specifications has been completed.
- Several reports, framework models, and report definitions have been designed; implementation for the aforementioned, as well as analytics for executive management, still remains.
- The rest of the remaining work includes: troubleshooting post-production performance issues with end user report queries; identifying, analyzing and translating data from different source systems for technical staff and operation users; automating reports and providing training on reporting tools; and acting as internal expert on technical aspects of report writing.

Phase II – Extract, Transform and Load

Phase II was initiated in July 2014 and is approximately 15% complete. The Consultant and internal staff already developed the initial gap analysis to assist in building the statistical reports for implementation. Key Extract, Transform and Load (ETL) issues to consider in order to advance Phase II will be data conversion, accuracy of data, frequency of data extractions (daily, monthly, etc.), and PCMS system performance impact during the data extract processes. The ETL is a process of extracting data from different source systems, transforming data from different platforms into one universal platform, and loading data into one database. Outstanding work to complete Phase II includes:

- Developing programs and tools to support system implementation efforts, and performing data analysis and comparisons;
- Utilizing technical knowledge to consult on system options and solutions, and coordinating with Probation Department technical resources to extract data from other systems for reporting purposes;
- Identifying interface requirements from source systems; creating multiple import/export (ETL) solutions; communicating effectively with internal staff, vendor developers, and other technical resources to create interface programs; testing and troubleshooting interface issues; and
- Supporting existing and future projects with research, analysis, coordination and communication; working to implement technology solutions with multi-language capabilities.

Phase III – Implementation and Visualization

Phase III has not been initiated. In this phase, the Consultant will continue to work with ISB staff to fully implement the Data Repository. Preliminary system testing will be conducted by ISB staff. Once complete, Probation Department users will perform user acceptance testing. Once all implementation issues have been resolved and the system has been accepted, the Data Repository will go-live. The Data Repository will also be used to feed data into the Probstat Reporting System and the Probation Geographical Information System. Work in Phase III also includes:

- Testing and implementing the data model required by the application;
- Providing support to executive management on reporting systems, including problem resolution, reporting, and business policy and procedure support;
- Developing Performance Management reports;
- Developing a user-friendly tool for executive management to generate ad-hoc reports;
- Providing documentation and end user training to ensure the effective utilization of systems;
- Assisting with rollout and communication related to reporting systems and initiatives; and
- Providing knowledge transfer to Probation Department development team members.

JUSTIFICATION

The Probation Chief Information Officer (CIO) position was vacant for more than two years, from April 2012 through May 2014. During that service lapse, the Department was without adequate IT personnel who possessed the necessary expertise/skills to support the ongoing development and management of the Data Repository. This project requires staff with specific and unique technical skills. Supported and directed by the new CIO, the Consultant on Work Order 7F-3072 began work with the Probation Department on June 30, 2014. The County currently does not have the classified position to complete this project, and the Department was not able to move the project beyond Phase I until the new CIO began work. This project work gap occurred specifically because the ISB managers who supported the Department in the absence of a CIO were required to shift focus to facilitating day-to-day operations.

During and after the current Consultant's process of completing all phases of the Data Repository project and visualization components, a knowledge transfer of the total project will be shared with ISB internal staff. Remaining operations issues and maintenance of the system will be managed by ISB staff. As a long-term support solution, ISB is in the process of filling analyst and developer vacancies to better support the knowledge transfer and depth of staff support.

FISCAL IMPACT

The Probation Department's ISB is requesting an extension with no budgetary impact; allocated funds from the Probation Department's FY 14-15 Adopted Budget will be utilized.

The Chief Information Office has reviewed this Board Notice and concurs with the extension of the ITSSMA work order.

There is a 10 day timeline from the date of this notice for Board review and comment. If none is received, ISB will notify ISD to proceed with the new Work Order.

If you have any questions or require additional information, please let me know or your staff may contact Benny Chacko, Chief Information Officer, at (562) 940-2515.

c: Chief Executive Officer
Executive Officer, Board of Supervisors
Director, Internal Services Department